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ABSTRACT

This paper describes the objectives, policies, and procedures of the College of DuPage's Administrative Internship Program, whereby faculty members can gain broad administrative experience in key administrative areas of the college. The program seeks not only to broaden the experience of the individual intern, but to promote empathy among faculty and administration, and to develop a pool of administrative talent for the college. Admission to Phase I of the two-phase internship program is accomplished by means of application and approval by a Board of Control. Upon approval, the intern is assigned to a mentor, who, with the intern, develops the individual intern program. Periodic meetings are held to discuss problems, progress, and experiences. Narrative reports are filed by parties to the internship at its end, and are filed in the intern's personnel file. Phase I internships are limited to four interns at a time, and may extend from two to four quarters at a minimum of one hour per day. Phase II operates similarly, but seeks to provide in-depth administrative experience and involves high priority administrative responsibilities. A specified amount of released time may be arranged for Phase II activities, and successful completion is recognized by the college as administrative experience for employment purposes. Program materials are attached. (JDS)

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COLLEGE OF DuPAGE

Administrative Internship Program

A program whereby faculty members who have the desire and possess good management characteristics can gain broad administrative experience in key administrative areas of the college through an administrative internship program.

Revised
May 1976

JC 760 508

COLLEGE OF DuPAGE

Administrative Internship Program

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B. Quarterly Intern Check List

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Administrative Internship Program

Rationale

To be an effective college administrator it is desirable, if not absolutely necessary, to understand the specific problems, concerns, and issues facing postsecondary education, and to appreciate and grasp the functions of management. It has been the experience that many successful college administrators have been former college faculty members who possess good management or administrative ability.

When recruiting college administrators, previous administrative experience is a most valuable commodity and an important indicator of probable future success. Because of this emphasis on previous administrative experience, it is most difficult for a faculty member who is interested in college administration or management, but with no practical administrative experience, to successfully compete for an administrative vacancy. Often it is necessary for a faculty member to take a substantial pay cut to obtain a low-level, quasi-administrative job to acquire the needed experience to be considered for a higher-level management position. Therefore, a plan should be devised whereby faculty members who have the desire and possess good management characteristics can gain broad administrative experience in key administrative areas of the college through an administrative internship program.

The keystone for the internship should be flexibility. The intern would have the opportunity to participate in the selection of departments in which to intern. However, the internship is not intended to provide individuals with experience in one or two offices of specific interest to the intern, but is intended to provide a broad, overall administrative experience in a number of key areas of the college. Concentrated experience in a specific office can be arranged for one quarter during the administrative internship if the intern so desires. Internship will be provided in those areas which are deemed to be of highest priority for administrative experience.

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Administrative Internship Program

Program Objectives

For the Individual:

- To provide a broad base of practical administrative experience in key administrative areas of the college
- To develop a sense of management or administrative-mindedness
- To prepare interested faculty to adequately compete for and perform in administrative positions
- To promote empathy among faculty and administration

For the College:

- To develop a pool or resource of ready administrative talent
- To prepare interested faculty to adequately compete for and perform in administrative positions
- To promote empathy among faculty and administration

COLLEGE OF DuPAGE

Administrative Internship Program

Board of Control

Dr. Rodney Berg . . . . . President

Mr. Richard Petrizzo . . . . . Vice President - Operations

Mr. Ted Tilton. . . . . Vice President - Academic Affairs

Mr. Ron Lemme . . . Administrative Assistant to the President

COLLEGE OF DuPAGE

Administrative Internship Program

Phase I

Policy/Procedures for Administrative Interns

Any faculty member interested in gaining a general administrative experience may apply for an administrative internship which is in addition to his regular assignment, and at no additional compensation, through the Administrative Assistant to the President's Office. Internships will be limited to four interns at any one time.

The following procedures will apply to the Phase I Administrative Internship Program:

1. A Phase I administrative internship is available to any faculty member in addition to his regular assignment and at no additional compensation.

2. Application forms are available from the Administrative Assistant to the President. (Appendix A)

3. Application may be made at any time throughout the year.

4. The program will be limited to four interns at any one time.

5. Internship programs may start at the beginning of any quarter.

6. The internship program will extend for two to four quarters. The program should average a minimum of one hour per day, per quarter, for each department or area--including meetings and seminars.

7. The Board of Control will review all applications and select interns on the basis of the administrative potential of the applicant. Additional information to that included in the application form may be requested.

8. All applicants will be notified of the results of the selection process by the Administrative Assistant to the President, who is responsible for arranging internship programs between the intern and those areas within the college where the internship will take place.

9. Each intern will be assigned an advisor or mentor from the College of DuPage administration at the beginning of the internship who will assist and advise the intern throughout the program. Mentors will be chosen from those Council of Deans and Central Service Council administrators on the basis of their willingness to work with the intern, ability to add to the intern's administrative experience and the acceptance on the part of the intern.

10. The mentor/intern team will arrange the general internship program, determining which departments or areas will be encompassed in the program.

11. All administrators for those departments or areas which will be involved in the internship program will submit to the Administrative Assistant to the President an outline generally describing the scope of the internship program for their department or area of responsibility.

12. The specific internship program will be designed between the intern, mentor and each appropriate administrator utilizing a results-oriented approach in designing the administrative internship responsibilities.

13. Periodic meetings between intern, mentor and department or area administrator will be held to discuss progress, problems, experiences, etc. Minimum sessions should be held at the beginning and end of the individual area experience. A general seminar involving all interns, mentors and department or area administrators will be held quarterly.

14. Each department or area administrator will prepare a narrative report concerning the internship at the end of the particular department or area experience which will be discussed at the last meeting between intern, mentor and the administrator.

15. Each intern will prepare a narrative concerning his experience for each particular area of internship.

16. Each mentor will file a final report concerning his reaction to the intern's experience and his assessment of administrative potential of the intern.

17. The Administrative Assistant to the President will see to it that all appropriate reports relating to the internship are filed in the intern's personnel file. (Appendix B) Specific reports include:

    a. Application Form (Appendix A)

    b. A general outline describing the internship program for each of the participating areas.

    c. Reports from the particular departments or areas outlining specific results to be achieved.

    d. Final reports from appropriate administrators of departments where the internship took place.

    e. A report from the intern of his experience for each department or area.

    f. Mentor's report on reaction and assessment.

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Administrative Internship Program

Phase II

Policy/Procedures for Administrative Interns

An administrative intern who has completed or is nearing completion of Phase I and is interested in gaining an in-depth administrative experience may apply for a Phase II administrative internship through the office of the Administrative Assistant to the President.

The following procedures will apply to the Phase II Administrative Internship Program:

1. A Phase II administrative internship is available to only those who have successfully completed Phase I.

2. Those interns who have completed, or are nearing completion, of Phase I and are interested in gaining an in-depth (Phase II) administrative experience, should notify the Administrative Assistant to the President.

3. Acceptance into Phase II is not automatic, but is based upon a critical review and evaluation of the applicant as to his administrative potential by the Board of Control.

   Mentors will be chosen from those Council of Deans and Central Service Council administrators on the basis of their willingness to work with the intern, ability to add to the intern's administrative experience and the acceptance on the part of the intern.

4. If selected, the mentor/intern team will arrange the general Phase II program, determining to which department or area the intern will be assigned, with consideration to the intern's goals. Time commitments will vary depending upon job assignments, urgency of completion, etc. with the administrative assignment. This phase may involve a variety of experiences, some of which the intern may take a leadership role in developing, organizing, etc.

5. The specific Phase II assignment will be designed between the intern, mentor, and appropriate administrator, utilizing a results-oriented approach in designing the internship responsibilities.

6. Phase II will involve only high-priority administrative responsibility.

7. Release time may be granted and will vary with the administrative assignment. Release time may be recommended by the mentor in consultation with the appropriate administrator and dean. Approval of the Board of Control is required.

Collective release time for Phase II interns is limited to one F.T.E. instructor per year. The minimum amount of release time for a Phase II experience shall be the F.T.E. of one quarter.

8. Periodic meetings between intern, mentor and area administrator will be held to discuss progress, problems, experiences, etc. A general seminar, including all interns, mentors and area administrators will be held quarterly.

9. Phase II interns may have the opportunity to participate in special meetings, conferences, which may take the intern off campus at various times. Interns may also be called upon to supply recommendations on special problems, new areas of exploration, etc.

10. Each area administrator, in consultation with the mentors, will prepare a critical narrative evaluation report concerning the internship and their assessment of administrative potential of the intern at the end of the area experience. This will be discussed at the last meeting between intern, mentor and the administrator.

11. Each intern will prepare a narrative concerning his experience.

12. Those interns receiving positive evaluations shall be adjudged to be qualified to apply for positions at the college which require previous administrative experience.

13. The Administrative Assistant to the President will see to it that all appropriate reports relating to the internship are filed in the intern's personnel file. Specific reports include:

    a. A results-oriented report outlining specific objectives to be achieved.

    b. Final evaluation report from administrators and mentors on reactions and assessment.

    c. A report from the intern of his experience.

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Administrative Internship Program

Administrative Areas for Internships

1. **Instructional Services**

   Including: Instruction Office, Student Services, LRC, DLL and Central Guidance.

2. **Operation Services**

   Including: Finance, Campus Services, Campus Center and Personnel.

3. **Planning and Informational Services**

   Including: Planning and Development, Research, College Relations and Data Processing.

4. **Small College Administration**

   Including: Alpha, Delta, Extension, Kappa, Omega, Psi and Sigma.

ADMINISTRATIVE INTERNSHIP

Roles and Responsibilities for Program Participants

Administrative Internship Coordinator (Administrative Assistant to the President)

1. Coordinates overall program including program development, revisions, publicity, scheduling, etc.
2. Accepts applications to program from interested faculty.
3. Seeks administrative review of applications and notifies all applicants of selection process.
4. Places interns with specific mentors within C/D administration.
5. Is responsible for seeing that all appropriate reports relating to the internship are filed in the intern's personnel file.
6. Organizes quarterly general seminars involving all interns, mentors and area administrators.

Administrative Intern

1. In addition to his/her regular assignment and at no additional compensation, devote, on the average, a minimum of one hour per day, per quarter, for each area. (Phase I only.)
2. With mentor, arrange general internship program, determining which areas will be encompassed in the program.
3. With mentor and area administrator, design each quarter's specific internship program for each area of experience.
4. Participate in periodic meetings with mentor and area administrator to discuss progress, problems, experiences, etc., as well as participate in quarterly general seminars involving all participants.
5. Prepare a narrative concerning his/her experience for each area of internship.

Mentor

1. Serve as an advisor, counselor, expediter for individual intern. The mentor's main responsibility is to assure that his individual intern is receiving the best possible administrative internship experiences throughout the intern's involvement in the program.

2. With intern, arrange the general internship program, determining which departments or areas will be encompassed in the program.

3. With the intern and area administrator, design each quarter's specific internship program for each area of experience.

4. Assure that Phase II internships will involve only high-priority administrative responsibilities and not low-level administrative detail work.

5. Arrange for periodic meetings between intern, mentor and administrator to discuss progress, problems, experiences, etc. Minimum sessions should be held at the beginning and end of the individual area experience. Participate in quarterly general seminar involving all participants.

6. With intern and area administrator, discuss narrative evaluation report prepared by the area administrator concerning the internship at the end of the particular area experience.

7. At the end of the intern's total program, each mentor will file a final report concerning his reaction to the intern's experience and his assessment of administrative potential of the intern. This report should be directed to the Administrative Internship Coordinator and will become part of the intern's file.

Area Administrator

1. With mentor and intern, design specific internship program for the quarter's experience in particular area (report to be filed with Administrative Internship Coordinator).

2. Conduct internship for his department or area involving only high-priority administrative responsibilities, and not low-level administrative detail work.

3. Meet with intern and mentor periodically to discuss progress, problems, experiences, etc. Minimum sessions should be held at the beginning and end of the quarter's experience. Participate in general seminar which involves all participants in Administrative Internship Program.

4. Prepare narrative evaluation report concerning the internship at the end of the quarter's experience. Report to be discussed with intern and mentor at last meeting. Report to be filed with Administrative Internship Coordinator.

APPENDIX A

COLLEGE OF DuPAGE
Glen Ellyn, Illinois 60137
312/858-2800

INTERN APPLICATION FORM

Date _____

Name _____ Cluster _____ Office Phone _____

Date of Birth _____

ACADEMIC TRAINING:

Highest degree now held _____

Credit hours earned beyond highest degree _____ Major Field _____
Semester Quarter

Now a candidate for _____ degree to be conferred on or about _____

Total years of full-time contracted teaching experience _____

A. COLLEGE or UNIVERSITY (Undergraduate)	Dates Attended (inclusive)	Degree & field	Date of Degree

B. GRADUATE or PROFESSIONAL

MAJOR AREA:

A. In Undergraduate Work	B. In Graduate Work
MINOR AREA:	

WORK EXPERIENCE (Give names of employers, dates, nature of experience, degree of responsibility beginning with College of DuPage)

Employers & Location	Dates	Types of Work	Responsibility

List Memberships, Honors, Scholarships and other achievements which you think are germane to your application:

REFERENCES: (Please name two persons most knowledgeable about your work at C/D.

PLEASE ANSWER THE FOLLOWING QUESTIONS:

1. State briefly what you believe is the role of an administrator in a comprehensive community college:

2. Describe those personal qualities which you feel would make you a vital member of the college administrative staff:

3. What other information can you give us about yourself which you think will help in evaluating this application?

_____
Signature of Applicant

Return to:
Office of the Administrative Assistant to the President

APPENDIX B

COLLEGE OF DuPAGE

Administrative Internship Program

Quarterly Intern Check List

In	Item
_____	Report from particular department or area of internship outlining specific results to be achieved.
_____	General seminar involving all interns, mentors and department administrators.
_____	Final report from administrator where internship took place. To be discussed at last meeting between intern, mentor and administrator.
_____	Report from the intern concerning his experiences.

INTERN _____

QUARTER _____

DEPARTMENT/AREA _____

ADMINISTRATOR _____

MENTOR

UNIVERSITY OF CALIF.
LOS ANGELES

OCT 29 1976

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